



# Commanders' Handbook: Operation Winter Exodus Fiscal Year 2005



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## TRADOC FY05 EXODUS GUIDANCE SUMMARY

### **I. Mission:**

1. All **Senior Subordinate Commands**, excluding Fort Leavenworth, Fort Monroe, and Carlisle Barracks, conduct EXODUS within the current schedule and approved EXODUS dates and Force Protection security measures.

2. Exodus execution is based on the current Department of Defense (DoD) Threat Level, Force Protection Conditions, and corresponding security measures and procedures. If the threat level changes, HQ TRADOC will issue further guidance.

3. Senior Subordinate Commands are directed to provide military personnel to control movement of Initial Entry Training (IET) Soldiers and Interservice Training Review Organization (ITRO) students through airports.

### **II. Force Protection:**

1. The following Force Protection measures/procedures will be used to assist in reducing risk to Soldiers during Exodus:

a. Provide supervision at all bus sites on post, and on all buses en route to the airport, bus, and rail terminals.

b. Recon and monitor all designated passenger bus off-load locations.

c. Recon all transportation routes to and from each site.

d. Recon and monitor all applicable rest/fuel stops located between the departure point and destination with civilian law enforcement agencies.

e. Minimize public relations news items pertaining to Exodus.

f. Provide threat, safety, drug and alcohol, suicide prevention, and AWOL briefings prior to departure.

### **III. Implementing Lessons Learned:**

1. Ensure 100 percent urinalysis is conducted within 72 hours return from EXODUS.

2. Ticket Soldiers for Exodus leave IAW published instructions/matrix to ease ticketing process and responsibility. Estimated publication date of **matrix is 15 Nov 04.**(IS THIS DATE CORRECT????)

3. Ensure Soldiers have a hard copy of travel itinerary/ ticket in order to make flight changes later.

#### **IV. Exodus Well-Being Responsibilities:**

1. Full integration of safety and risk management into all phases of Exodus.

2. Support commanders in providing accident, drug and alcohol, and suicide prevention/awareness guidance to all personnel.

3. Key safety elements are POV inspections, fatigue, alcohol, weather, and distance of travel. Key suicide prevention issues include depression, relationship disappointment, and resources to contact if feeling suicidal while on EXODUS.

4. Installation plan for C2 at arrival and departure sites.

5. Installation notification plan informing trainees of discharges prior to Exodus.

6. Verification of Soldier's leave address and phone number.

7. Suicide is briefed by Mental Health, Chaplains, or Drug and Alcohol POCs. Local POC telephone numbers are: \_\_\_\_\_.

8. Standard end-date for Soldiers shipped to another installation prior to Exodus IAW Exodus message matrix.

#### **V. Guidance to Leaders:**

1. Include threat, safety, suicide prevention, and AWOL briefings prior to departure.

2. Provide necessary Exodus information at installation web site prior to beginning of installation's Exodus. Ensure Soldiers have information and web site address.

3. Encourage the "two-**Soldier**" buddy rule.

4. Instruct personnel on procedures to follow when travel delays occur.

5. Provide unit POCs, phone numbers, e-mail, and installation web site address in case of an emergency or travel delay.

6. Provide USO POC, location, and phone number.
7. Brief Soldiers on procedures for obtaining medical (both physical and mental) health treatment while on leave.
8. Brief female Soldiers on the Army's separation policy regarding pregnancy.
9. Give Soldiers taking leave the installation's Emergency Operations Center phone numbers in case of an emergency or travel delay.
10. Verify Soldier's home phone number prior to departure.
11. Soldiers are directed to travel in Class A uniform.
12. Individual Soldiers are not viewed as a high terrorist target.
13. Large groups of Soldiers in uniform are low-risk targets.
14. Uniformed Soldier presence portrays that travel is safe to the American public.
15. Soldiers traveling home in uniform exhibit pride in their individual and unit accomplishments.
16. Brief Soldiers on the legal and administrative ramifications of testing drug-positive upon return from EXODUS

## **VI. AWOL Reduction Initiatives:**

1. Conduct briefings emphasizing importance of returning and responsibility of living up to Army Core Values.
2. Send letters to family members encouraging support, and cadre contact Soldiers during leave via phone calls and holiday cards.
3. Identify and call high-risk Soldiers during Exodus.
4. Use local recruiters to make visits to Soldiers' homes.
5. Issue unit emergency data cards and ministry team information sheets to each Soldier.
6. Conduct stress management and suicide prevention classes.

7. (If feasible) Issue pre-paid phone cards (30 minutes) during Exodus leave.

**VII. Suicide Prevention Initiatives (Reference Memorandum, HQ TRADOC, ATCG, Date 8 Feb 03 , subject: TRADOC Suicide Prevention):**

1. It is TRADOC's policy that seeking help is a sign of strength. Tell Soldiers its okay to seek mental health assistance.
2. Request Army Community Services (ACS) to identify supporting services in the Soldiers' hometowns.
3. Ensure subordinates take prompt action to refer Soldiers for appropriate assistance when the early warning signs become evident.
4. Urge everyone in your command to look for signs such as diminished interest in activities, depressed mood, and sleep disturbance.
5. Ensure trainees know how to contact unit and local resources for assistance with issues that affect their mental health status (e.g., reunion challenges, communication with family).
6. Identify and call high-risk Soldiers during Exodus.
7. Use local recruiters to make visits to Soldiers' homes.
8. Issue unit emergency data cards and ministry team information sheets to each Soldier.

Additionally:

Trainees returning from EXODUS may be dealing with relationship issues that are often perceived as overwhelming: communication, sense of loss, financial issues. Ensure they know the Chaplains, Drug and Alcohol, and ACS programs and resources available.

**VIII. Issues and Concerns:**

1. Adopt-a-Soldier Program.
  - a. Post newspaper promotes the search for families to invite Soldiers into their homes for Christmas.
  - b. Post leadership/DCA screen potential families to ensure wholesome environment for Soldier.

- c. Sponsoring family signs out Soldier from unit and returns Soldier to unit.
  - d. Soldier is not authorized to use alcohol, tobacco, may not stay overnight, and may not leave the home.
  - e. Families may give a gift to the Soldier, but that is optional.
2. Establish programs for parents and family members visiting Soldiers at IET sites.
  3. Reinforce MWR support of installation holiday activities for Soldiers remaining at home station.

Annex A (Fiscal Year 2004 Operation Christmas Exodus After-Action Review Video-Teleconference) to Commanders' Handbook: Operation Christmas Exodus FY05

**Fiscal Year 2004 Operation Christmas Exodus After-Action Review**

1. FY04 Exodus AAR VTC was conducted on 12 Jan 04 with the IET Bde Cdrs and TRADOC staff including COL Comodeca (Dir, IET), COL Lovett (Dir, TOMA) and COL Shwedo (AAC G3).
2. Items mentioned for FY05 Exodus included the following:
  - a. FY05 Exodus VTC for commandants to be scheduled and executed on or about 15 Oct 04.
  - b. Installation Exodus POCs/ action officers to be identified NLT Jul 04 to facilitate VTCs to be scheduled and executed monthly beginning in Aug 04 for the action officers.
  - c. FY05 Exodus Handbook to be disseminated to IET installations NLT 15 Aug 04.
  - d. FY05 Exodus Handbook to include information concerning local airports utilized, bus service, airport shuttles, time allowance from base, and related items unique to each installation, PAO guidance for Soldiers, and step-by-step instructions pertaining to e-ticketing procedures.
  - e. For accountability, decision was made to manifest at the installation all Fort Jackson Soldiers arriving via bus.
  - f. Dan Yount of the USA Community and Family Support Center (CFSC) is the POC for policy for MWR. In the Apr/May 04 timeframe he will request waivers of rules to allow flexibility in airline ticketing. The process is handled through the Air Mobility Command at Scott Air Force Base on behalf of the Army to receive approval from the airlines.
  - g. Airline ticket insurance was discussed and the possibility of requiring Soldiers who will be transferring between posts and those awaiting security clearances to pay the approximate cost of \$25.00 each. Cheaper than cost to change itineraries/dates at their own expense. Will be discussed with CFSC. Ensure Soldiers are advised that this insurance will benefit them if utilized. Decision is to be determined.
  - h. Implement a streamlined standardized system for pre-Exodus and post-Exodus reporting mechanism to ensure required information is readily accessible for retrieval on the TRADOC web site. Disseminate the required milestones for execution and the level of detail of the categories i.e., convalescent leave, Soldier assigned vs. Soldier



received, hospital, weather delay, etc. Also, the status of urinalysis testing percentage for each installation, as well as the date that the urinalysis positive results are required, by SSN. Ensure that Exodus POCs/action officers for each installation are also on the web site.

i. Identified situation of Soldiers returning from Exodus earlier than anticipated. Situation will be minimized if BCT units can provide gaining AIT installations with a list of the expected return dates for Soldiers.

j. Ensure installations are informed of the requirement to report Soldier status on a daily basis from the first day of Exodus through return, and is continued until there is accountability of every Soldier including AWOL and students from sister services (Navy, Air Force, etc.). Coordination must be confirmed and responsibilities of the TRADOC EOC will be advised.

## **TRADOC SAFETY OFFICE EXODUS LESSONS LEARNED**

**1. Introduction:** Safety is being aware of your environment, doing things right, and avoiding unnecessary risk. This attitude is the result of strong, unequivocal command interest, discipline, and enforced standards. Soldiers, their families, and civilian employees must understand the importance of safety at all times. The Army, as a whole, and TRADOC have made improvements in managing risk and preventing accidents. Army-wide, 168 (13 TRADOC) Soldiers died in FY01, and as of 17 Jul, 147 (12 TRADOC) Soldiers died in FY02. Additionally, 301 fires on TRADOC installations during FY00 and FY01 resulted in 11 injuries and over 4.3 million dollars in Army and non-Army losses. The objectives are to eliminate all unnecessary risks and prevent accidents and fires.

### **2. Lessons Learned:**

**Subject:** EXODUS accident experience.

**Observation:** Analysis of FY98 through FY02 TRADOC fatal accident experience for the EXODUS/holiday period identified six accidental deaths. Four of these deaths resulted from privately owned vehicle (POV) accidents. This period is characterized by increased travel, adverse weather conditions, a relax-your-guard and festive atmosphere, and get-togethers with increased alcohol use.

**Discussion:** The leading contributing factors to Army accidents in order of precedence are: Indiscipline, Leadership, Training, and Standards. Both Army- and TRADOC-wide, ground motor vehicle accidents, both POV and Army motor vehicle (AMV), continue as the major source of accidental Soldier deaths, historically accounting for 60-80 percent of all fatal accidents.

\* Young Soldiers—the high-risk 18-to-25-year-old group, regardless of rank, have the most POV accidents. Proximate causes of POV accidents are fatigue and loss of situational awareness, speeding, speed too fast for conditions, and alcohol. Non-use of seat belts contributed to accident severity in approximately half the fatal accidents.

- \* Time-proven accident prevention actions include:
  - - Inject safety and risk management into everything the unit does involving EXODUS planning, preparation, execution, and assessment.
  - - Increased leadership presence/visibility over the holiday period.

- - Pre-departure safety awareness briefing presented by first-line supervisor; include a weather check.
  - - POV safety checks and designated driver programs.
  - - Adopt the buddy system to monitor cold injury, dehydration, drinking and driving, and illness.
  - - Review SOPs to ensure safety is built-in, and re-evaluate hazards/risks as conditions change.
  - - Do not neglect or underestimate personal limitations; remind Soldiers we all have them and to be aware of their own limitations.
  - - Remind Soldiers to think about what they are about to do and the consequences—applying “personal” risk management and not accept unnecessary risks.
  - - Maintain a positive attitude to discourage complacency and risky behavior.
- \* Implement the six-point model POV safety program, the elements of which are:
- - Command Emphasis. Persistently emphasize POV safety and remind Soldiers of safe driving methods and habits.
  - - Discipline. Watch for negative behavior, identify “at-risk” Soldiers, and counsel and encourage them to change their risky behavior.
  - - Risk Management. Apply the risk management process to identify hazards, tailor corrective action and controls, and ensure implementation and enforcement.
  - - Standards. Set and enforce high standards of self-discipline. Let Soldiers know what you expect of them. Conduct POV safety checks, random safety checkpoints, and emphasize the designated driver program.
  - - Provide Alternatives. Schedule on-post holiday and recreational activities, establish liberal hours of availability, and encourage public transportation use.
  - - Commanders’ Assessment. Following every fatal and serious POV accident, conduct an assessment of the accident with the involved Soldier’s chain-of-command, identify and disseminate lessons learned.

\* POV Risk Management Tool Box and other useful holiday safety material are available at the USASC Internet site/link (<http://safety.army.mil/home.html>). The USASC site provides links to the U.S. Navy, USAF, USMC, and USCG safety center web sites.

- - Navy <http://www.safetycenter.navy.mil/>
- - USMC <http://www.hqmc.usmc.mil/safety.nsf>
- - USAF <http://safety.kirtland.af.mil/>

\* Fire prevention and awareness information is available at the NFPA Internet site/link: (<http://www.nfpa.org/Home/index.asp>)

\* Information on product safety recalls and hazards are available at the CPSC internet site/link: (<http://www.cpsc.gov/>)

\* Inclement weather advisories are available at many Internet sites/links, such as The Weather Channel. (<http://www.weather.com/>)

Annex C (Winter Holiday Accident Prevention Plan "LOADED 45") to Commanders'  
Handbook: Operation Christmas Exodus FY05

**Winter Holiday Accident Prevention Plan "LOADED 45"**

**1. Task:** Commanders will use a "Task Force" approach to develop and implement a coordinated "Holiday Accident Prevention Plan."

**2. Conditions:**

- a. Winter holiday that covers the 45-day period from 18 Nov 04 to 2 Jan 05.
- b. Seasonal hazards associated with travel, weather, and social activities.
- c. Slow down in military operations and training.

**3. Standard:** In coordination with commanders, safety managers will use a task force approach to:

- a. Develop and implement intervention strategies and countermeasures to identified hazards. Identify "at-risk" drivers and initiate appropriate measures to re-educate or deny driving privileges. Establish and enforce aggressive DUI prevention strategies.
- b. Provide for pre-holiday vehicle safety inspections before Soldiers depart for the holidays.
- c. In coordination with PAO, enlist local media to raise awareness of our Soldiers and workers to the hazards of the period.
- d. Ensure that no Soldier or civilian employee departs for the holidays without receiving a safety awareness briefing from their immediate supervisor or the leadership in their chain of command/supervision.

**TRADOC Model Privately Owned Vehicle (POV) Accident Prevention Program**

**1. Purpose.** To provide commanders effective POV accident prevention strategies and tools, to establish responsibilities, and to direct implementation of active POV Accident Prevention Programs.

**2. Background.** A written safety program document explains the commander's accident avoidance philosophy, designates specific responsibilities, and lays out the specific elements or subprograms to ensure compliance with regulatory and statutory requirements. The Model POV Accident Prevention Program was developed to provide commanders a standard to follow in building their individual programs. The model program consists of the best elements of successful POV accident prevention programs from across TRADOC. This "Model" Program is provided for use in developing and implementing effective accident prevention and accident avoidance strategies.

**3. Scope.** This packet provides guidelines, recommendations, and model programs for all personnel responsible for the prevention of motor vehicle accidents.

**4. Objective.** To provide a standard or model POV Accident Prevention Program for implementation TRADOC-wide. To provide training criteria and guidance to operators of all Army motor vehicles (AMVs), Army combat vehicles (ACVs), and materiel handling equipment (MHE) to enable them to safely transport personnel and property by motor vehicle with the least possible risk to themselves or others.

**5. Responsibilities.** Commanders are responsible for the implementation of effective POV accident prevention efforts within their respective commands.

a. Commanders of TRADOC installations, activities, and schools will comply with the traffic safety requirements of 23 CFR 1230, DoDI 6055.4, and appropriate Army regulations.

(1) Develop and prescribe local procedures for the safe operation of motor vehicles based on Highway Safety Program Standards (23 CFR 1230).

(2) Develop and execute training and motivational programs for motor vehicle operation. As a minimum, these programs will include accident avoidance training, motorcycle accident avoidance, local area orientation (Appendix A), and remedial driver training.

(3) Ensure motor vehicle accident data is collected and analyzed to identify where accident prevention efforts must be focused.

(4) Ensure on-post roads and trails are maintained at a level that will permit safe vehicle operations.

b. Safety Managers will:

(1) Provide staff oversight of the POV Accident Prevention Program.

(2) Develop a local area driving condition video for viewing by all newly assigned and temporary duty personnel.

(3) Collect and analyze motor vehicle accident data to identify accident trends and develop countermeasures.

(4) Establish a POV Task Force IAW TRADOC 385-2.

c. First line supervisors will:

(1) Monitor the training of all assigned Soldiers and civilian employees.

(2) Schedule, conduct, and document driver training for assigned personnel, as required by DoD, Army regulation, and this program.

(3) Ensure that all newly assigned personnel receive a newcomer orientation briefing (Annex A), complete a personal information sheet/individual driving history (Annex B), and receive a commander's interview within 30 days of signing into the unit or organization.

(4) Maintain individual driving history (Appendix B) on each Soldier and civilian employee assigned.

(5) Use the "Next Accident" scenario from the POV Risk Management Toolbox published by the U.S. Army Safety Center (<http://safety.army.mil/home.html>) to assess the risk level of newly assigned personnel and to identify the "at-risk" driver.

d. The Installation Transportation Officer (ITO) is responsible for all installation driver accident avoidance training programs. The ITO will coordinate, resource, and provide for driver training as outlined above.

**6. Education and training.** Accident avoidance training is a proven means by which to raise safety awareness, change driver attitude/behavior, and improve driver skill. As a minimum, the following training will be provided to appropriate personnel, as needed, at no cost to the individual Soldier or civilian employee:

a. Motor vehicle accident avoidance training. All Army personnel and those civilian employees required to drive AMVs, ACVs, or POVs in an official capacity will be given at least four hours of classroom instruction in accident avoidance. This instruction will be documented and will be repeated every four years. The National Safety Council, Defensive Driving Course (DDC), or any recognized national/state accident avoidance training program may be used to meet this requirement.

b. Motorcycle Safety. All military personnel operating a motorcycle, moped, or three-or four-wheeled all-terrain vehicle (ATV), and any civilian operating a motorcycle, moped, or three-or four wheeled ATV on a military installation will successfully complete a recognized motorcycle better-biker course.

c. Remedial drivers' training will be provided when a driver accumulates six traffic points in a 6-month period, and prior to reinstating driving privileges when a driver's license or installation driving privilege have been revoked or suspended. Commanders should consider providing remedial drivers' training when drivers are at fault in traffic accidents, commit serious driving offenses, misuse government vehicles, or are cited by police for moving violations.

d. Seasonal driver training. All military personnel and any civilian personnel operating motor vehicles on a military installation will attend seasonal driver training. This training will be tailored to the local area and will be provided semiannually.

e. Pre-holiday/special hazard driver awareness training. Special training, orientations, or briefings will be given to every assigned Soldier and civilian employee before any holiday weekend, or long weekend (3 or more days). Such training may be provided by the first-line supervisor, but will include a review of local driving laws/regulations/hazards, motor vehicle safety inspections, and a discussion of the effects of fatigue or alcohol on a driver's capabilities.

**7. POV Accident Prevention.** Experience shows that most Army personnel either killed or injured in POV accidents are involved in single vehicle accidents, at night, as a result of excessive speed, alcohol/drugs, or fatigue. POV accidents most often occur off-duty and off-post, outside the presence of Army supervision. However, commanders can still influence Soldier behavior through positive leadership, motivation, and guidance given to POV operators before they leave Army control. To be successful, these efforts must be consistent and command supported. Commanders will ensure their POV safety and accident prevention programs include the following:

a. Command Emphasis. Positive leadership at all levels is imperative. Leader emphasis on POV safety must be unrelenting. Junior officers and NCOs must know their responsibility in POV accident prevention, and their authority to intervene or take action to deal with the "at-risk" driver. Junior officers and NCOs see their Soldiers every day, they know where their Soldiers go, what they do, and they can assert positive influence on how, when, and where they operate their POVs.



b. Commanders' Assessment. Following every fatal or serious injury POV, AMV, or ACV accident, commanders will conduct an assessment of the accident with the involved Soldier's chain-of-command to determine what happened, why it happened, and how it could have been prevented. Findings of these assessments will be presented at the Safety and Occupational Health Council Meeting.

c. Establish partnership and effect coordination with local civilian community agencies and governments to share resources and focus efforts for POV accident prevention.

d. Discipline. Junior leaders and first-line supervisors work with their Soldiers and civilian employees daily, and should be able to identify those Soldiers or workers who may be at risk. Negative behavior, manifested by such things as a history of traffic offenses, alcohol abuse, misconduct, and poor performance often indicate potential POV accident victims. Once identified, the "at-risk" Soldiers must be counseled, motivated, or disciplined to modify the behavior that places them at risk.

e. Risk Management. Use risk management to reduce or control the hazards that cause POV accidents. Identify the hazards, assess the risk, develop controls, implement those controls, and then supervise execution. Use the Risk Assessment and Control Options Program for POV operations (commander, leader and individual assessments), and the POV Risk Management Toolbox. These programs provided by the U.S. Army Safety Center give commanders a comprehensive set of tools and controls that has proven successful in POV accident prevention throughout the Army.

f. Establish POV accident prevention initiatives and ensure they are understood and enforced. As a minimum, these initiatives should include:

(1) Mandatory pre-holiday POV safety inspections.

(2) Periodic, random, roadside spot-checks at installation entry points.

(3) Prohibition against the use of headphones or earphones while driving.

(4) Education for Soldiers to highlight the dangers of driving while using cell phones to include hands-free wireless phones, and to discourage the use of cell phones while driving.

(5) Education for Soldiers to highlight the dangers of drivers eating or drinking while their vehicle is in motion.

g. Standards pertaining to the use of seatbelts, motorcycle safety equipment, and proper maintenance of motor vehicles will comply with the requirements of law and regulation and will be enforced.

h. Programs/initiatives to increase safety awareness of drivers will include discussions on the effects of excessive speed, fatigue, or alcohol.

i. Provide recreational and transportation alternatives for Soldiers:

(1) Schedule on-post activities to encourage Soldiers to remain on post and off the road.

(2) Extend the hours of operation of gyms, recreation centers, and other places Soldiers use when they are off-duty.

(3) Provide transportation alternatives and promote their use; prominently post public transportation schedules and when possible, use Morale, Welfare and Recreation services to provide buses or vans to transport Soldiers when off-duty.

(4) Arrange reduced hotel rates in nearby communities to encourage Soldiers to remain overnight on weekends and stay off the highways late at night.

## **8. Motorcycle training and operation.**

a. Permit no one to operate a motorcycle on a military installation without proof of successful completion of a Motorcycle Experienced Riders' Course. This course must include hands-on instruction.

b. Ensure motorcycle operators are licensed by appropriate civilian authorities for operating motorcycles on public highways.

c. All motorcycles and mopeds operated on military installations will have their headlights turned on at all times.

d. Soldiers operating a motorcycle or moped will wear a properly fastened Department of Transportation (DOT) approved motorcycle helmet with face shield or goggles at all times.

e. Civilians will also wear a properly fastened, DOT approved, motorcycle helmet with face shield, and goggles when operating or riding a motorcycle on any DoD installation or while on government business off the installation. A motorcycle or moped windshield or fairing, sunglasses, prescription glasses, or ski goggles are not suitable eye protection.

f. Soldiers will wear long-legged trousers, high-visibility garments (reflective vest for day and retro-reflective for night) long sleeved-shirt, gloves, and leather boots, or over the-ankle shoes, wherever they operate or ride a motorcycle or moped.

g. Civilian personnel must wear the same protective clothing specified for Soldiers when operating or riding a motorcycle or moped on military installations, or while on government business off the installation.

h. The use of headphones or earphones while driving a motorcycle or moped is prohibited.

**9. POV accident prevention initiatives during holiday, long weekend, or special hazard periods.** Historically, the incidence of POV accidents is higher during holiday periods and over long weekends. Positive command involvement is a proven means of accident reduction. Specific prevention measures will be tailored to meet the needs of the local area.

a. Commanders will ensure the POVs of all military personnel receive a safety inspection prior to any 3-day (or longer) holiday. A sample POV safety inspection checklist is contained in the POV Risk Management Toolbox published by the U.S. Army Safety Center (<http://safety.army.mil/home.html>).

b. POV safety inspections should also be required prior to a Soldier taking leave or pass if driving over 350 miles in a day dedicated to travel, or 175 miles where the Soldier spent any portion of that day on-duty.

c. The use of an extended mileage pass for Soldiers planning to drive 175 miles or more while on a regular pass (48 hours or less) or 350 miles in 96 hours should be required to assist commanders in preventing Soldiers from overextending themselves while off-duty.

## **10. References/resources.**

a. DoDI 6055.4, DoD Traffic Safety Program, 20 Jul 99.

b. AR 385-55, Prevention of Motor Vehicle Accidents, 12 Mar 87.

c. AR 600-55, The Army Driver and Operator Standardization Program, 31 Dec 93.

d. AR 385-10, The Army Safety Program, 23 May 88.

e. Privately Owned Vehicle Risk Management Toolbox for Commanders, Leaders, and Non-Commissioned Officers, 2nd Edition, March 1998, U.S. Army Safety Center.

f. TRADOC Reg 385-2, The TRADOC Safety Program, 27 Jan 00.

Appendix A (TRADOC Model Vehicle (POV) Accident Prevention Program, Newcomer orientation/ briefing) to Annex D (TRADCOOC Model Vehicle [POV] Accident Prevention Program) to Commanders' Handbook: Operation Christmas Exodus FY05

**1. TASK:** Provide newly assigned and temporary duty personnel and their family members information on local driving hazards, road conditions, and local laws and driving regulations.

**2. CONDITION:** All newly assigned personnel, government civilian employees, and temporary duty personnel assigned for greater than two weeks, will receive a local area orientation within 30 days of their signing into their unit or organization. Family members will be encouraged to attend.

**3. STANDARD:** Local driving area orientation will consist of a formal briefing or videotape presentation and will as a minimum address the following points:

- a. Local area driving conditions; road, weather, and traffic.
  - b. Local area motor vehicle regulations and laws to include licensing, insurance, vehicle safety equipment, and other area-specific issues.
  - c. Local area motor vehicle accident overview. Summary to include pictures of most hazardous roads, intersections, and highways.
  - d. Vehicle safety issues/hazards and the effects of alcohol on driving.
  - e. Most common causes of POV accidents.
  - f. Designated driver program.
  - g. Unit taxi card.
  - h. Chain-of-command calling card.
  - i. Leave and pass policy and local driving area.
4. On completion of the orientation, Soldiers and civilian employees will be given a copy of the personal driving history worksheet to be completed before their newcomer commander's interview.

Appendix B (Driver's History) to Annex D (TRADOC Model Vehicle [POV] Accident Prevention Program) to Commanders' Handbook: Operation Christmas Exodus FY05

Name: \_\_\_\_\_ Rank: \_\_\_\_\_ DOB: \_\_\_\_\_

MOS: \_\_\_\_\_ Date assigned: \_\_\_\_\_

**I. Civilian Driver's history:**

**A. Automobile driver license: \_\_\_\_\_**

State of issue: \_\_\_\_\_ Expiration date: \_\_\_\_\_ Restrictions: \_\_\_\_\_

Accident avoidance training completed: yes/no Date: \_\_\_\_\_

**B. Motorcycle driver's license: \_\_\_\_\_**

State of issue: \_\_\_\_\_ Expiration date: \_\_\_\_\_ Restrictions: \_\_\_\_\_

M/C Accident avoidance training: yes/no Date: \_\_\_\_\_

**C. Vehicle safety inspection:**

State: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

**D. Motor vehicle insurance: yes/no**

Company: \_\_\_\_\_ Expiration date: \_\_\_\_\_

**E. Post vehicle registration: Registration #: \_\_\_\_\_**

**F. History of motor vehicle accidents or moving violations:**

\_\_\_\_\_

**II. Military Driver's history:**

**Does Soldier have a DA 348?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Remarks:**

\_\_\_\_\_

### **TRADOC CHAPLAIN GUIDANCE FOR EXODUS MINISTRY**

Installation Chaplains will provide a comprehensive plan of ministry during Exodus. The plan should include focusing upon the following critical areas:

1. Conduct cadre and drill sergeant Suicide Awareness refresher training. The potential for Soldiers to return from Exodus leaves with serious personal problems is heightened during this time of conflict and uncertainty. Their return to duty will be an anxious experience for the Soldiers and their family members.
2. Provide ministry of presence at all arrival and departure sites. The presence of Chaplains and Chaplain Assistants will provide a calming influence in the midst of the chaos, confusion, and anxiety related to travel with terrorist threats highlighted in the media.
3. Focus chapel activities to include all personnel involved in providing Force Protection for the installation. Many of the Reserve Component personnel will not be able to take leave during the holidays while the IET Soldiers will be departing the installation for the holidays at home. It is critical that every effort be made to focus special activities for those who are guarding the installation.
4. Identify all other categories of Soldiers remaining on the installation (i.e., IET) during the Exodus period. Some Soldiers may elect not to travel because of safety concerns of traveling by air.
5. Inform command of travel-related issues that would impact the safety of Soldiers. For example, some Soldiers may want to carpool to avoid using commercial transportation, and thus drive great distances to reach home.
6. Conduct risk assessments of all chapel events that involve large gatherings. Coordinate all such events with command to ensure proper force protection for chapel congregations.
7. Support the Command Information program by being visible in community activities. Chaplains should express the command themes and messages in local churches, ministerial meetings, and civic events.

### **OBTAINING MEDICAL CARE**

Initial Entry Training (IET) Soldiers on leave status during the holiday Exodus may require medical care. In the event medical care is required, they must contact the Military Medical Support Office (MMSO) for authorization ((888) 647-6676 or (888) MHS-MMSO). All IET Soldiers should be provided this number. Recommend it be included on their DA 31. Pre-authorization is required for all medical care except emergency care. MMSO must be called within 24 hours of the emergency room visit or admission to a hospital. Urgent medical care requires a preauthorization from MMSO. Routine medical care will usually be delayed until the IET Soldier returns to the assigned duty station and reports to the Military Treatment Facility (MTF). Under no circumstances should IET Soldiers schedule non-emergency surgical or mental health hospitalizations without prior approval from MMSO during Exodus. The IET Soldier's parents should be advised not to use their private health insurance to obtain medical, surgical, or mental health care. TRICARE is the IET Soldier's medical benefit. The IET Soldier's use of the parent's private insurance is viewed as fraud by most private health insurance companies.

1. MMSO. The MMSO is a Tri-Service Office that provides customer service, medical/dental case management, and coordinates civilian health care services outside of the cognizance of a Military Treatment Facility for Active Duty military and Reserve components. Each military service has a point of contact that coordinates authorization for medical and dental care. MMSO can help with transferring Soldiers to military hospitals if necessary. They can also make sure the IET Soldier's medical bills are sent to the proper claims processor for payment. The service point of contact is referred to as a SPOC. The MMSO Website is located at <http://mmso.med.navy.mil>. The MMSO phone numbers are: (DSN) 792-3950, (COM) 847-688-3950, (TOLL-FREE) 1-888-647-6676 or 1-888-MHS-MMSO.

#### 2. TYPES of CARE.

a. Emergency Care. If the IET Soldier needs emergency care, go to the nearest military or civilian emergency room (or urgent care center), or call 911. Emergency care is generally defined as the sudden and unexpected start of a medical condition, or the acute (or intense) worsening of an ongoing (chronic) condition that is threatening to life, limb, or sight, that needs treatment to relieve suffering from painful symptoms. Soldiers must contact the MMSO as soon as possible after getting emergency treatment or being admitted to a hospital.

b. Urgent Care. Urgent care is generally defined as a non-emergency illness or injury for which the IET Soldier needs medically necessary treatment, but it will not result in disability or death if it is not treated immediately. This kind of illness or injury does require professional attention, and should be treated within 24 hours to avoid

further complications. Some examples of such illnesses and injuries include flu, earache, urinary tract infection, vomiting and diarrhea, sprained ankle, and minor sports injuries. Soldiers requiring urgent care must contact MMSO for authorization prior to seeking care.

c. Routine Medical Care. Routine medical care is defined as visits to a provider for treatment of symptomatic, chronic, or acute illnesses or diseases. Routine care also includes preventive care measures such as routine physicals, common immunizations, and screenings such as mammograms, other visits to keep the IET Soldier healthy, identify health problems in the early stages, and help maintain and improve the Soldier's health. Soldiers should attend to all routine health care needs prior to departure or wait until they return to their assigned duty station and report to the MTF. If there are questions as to whether their medical condition requires urgent or routine care, Soldiers should contact MMSO.

3. PRESCRIPTIONS. Prescriptions given in conjunction with authorized care do not require additional authorizations. IET Soldiers may be required to pay the entire amount out of pocket and seek reimbursement. If payment is required, MMSO can provide information on filing claims for reimbursement of pharmacy expenses. To obtain more information about getting prescriptions filled, visit the pharmacy web page. [www.tricare.osd.mil/pharmacy](http://www.tricare.osd.mil/pharmacy). Soldiers currently taking medication should ensure they take a sufficient quantity with them to cover the EXODUS period.

4. CLAIMS SUBMISSION. In some cases, non-participating providers may require payment at the time that care is delivered. If the provider makes this request, active duty service members will have to pay the bill up-front, but will be reimbursed for medically necessary out-of-pocket expenses. MMSO will provide guidance for submitting claims for payment to providers or reimbursement for up-front payments. When the IET Soldiers give a provider their address, make sure they provide their training unit mailing address, not the temporary address, where the IET Soldiers are visiting. A patient address on the claim that does not match the address in DEERS will prevent the claim from processing correctly.

5. TRICARE INFORMATION RESOURCES. The following are information resources available to help resolve TRICARE related issue or concerns:

a. TRICARE Service Centers - Location and telephone numbers are available at: <http://www.tricare.osd.mil/tricare/servicecenters/default.cfm> (if the IET Soldier is not sure of the TRICARE region, a map is available).

b. Beneficiary Counseling Assistance and Coordinator (formerly known as Health Benefits Advisors) - Located at medical treatment facilities. A worldwide BCAC directory, with names, phone numbers and E-mail addresses: [http://www.tricare.osd.mil/tricare/beneficiary/bcac\\_dir.doc](http://www.tricare.osd.mil/tricare/beneficiary/bcac_dir.doc)



c. TRICARE\_Help E-Mail System - Managed by the Army. Available to all services, Reservists, National Guard, retirees, etc. Send e-mail messages to: TRICARE\_Help@amedd.army.mil

d. TRICARE QUESTIONS - Operated by the TRICARE Management Activity. Available to all services, reservists, National Guard, retirees, etc. Send E-mail messages to QUESTIONS@tma.osd.mil

### **TRADOC SUICIDE PREVENTION PROGRAM**

1. Purpose. To provide commanders effective suicide prevention strategies and tools, to establish responsibilities, and to direct implementation of an active prevention programs.

2. Background.

PROBLEM. Soldiers who complete suicide:

- Rarely seek help through the chain of command, Chaplaincy or Behavioral Health (< 1/5 of all completed suicides have seen BH).
- Often don't show "classic" warning signs of suicide in the unit.
- Frequently choose very lethal means and act privately, precluding rescue.

WHY?

- Impulsivity and distorted thinking in crisis ("No one can help," "It's hopeless").
- Behavior resulting from prior trauma and personality disorders
- Army culture - "No Fear", "Suck it Up!", "Bite the Bullet!"
- Stigma of going to Mental Health (loss of career, embarrassment).
- Lack of awareness of availability and efficacy of help.
- Baggage-
  - approx. 40% self-report having been raised in homes where they were physically &/or sexually abused &/or neglected\*
  - 40% come from 'non-traditional' homes without 2 consistent parenting figures\*\*
  - 20% of HS students had seriously considered attempting suicide during a 12 month period\*\*\*
  - 8% of HS students reported making a suicide attempt in the preceding 12 month period\*\*\*\*

3. Scope. To provide guidelines, recommendations for all personnel responsible for the prevention of suicide and suicidal behaviors.

4. Objectives. To provide a standard or model Suicide prevention program for implementation TRADOC-wide.

5. Responsibilities. Commanders/leaders are responsible for the implementation of effective suicide prevention program within their respective commands

a. Commanders and 1SGM/CSM.

- Conduct OPDs and NCOPDs that focus on some aspect of mental health
- Watch out for the first-line supervisors
- Promote life-coping skills development and help-seeking behaviors
- Develop well-defined procedures for storing POWs
- Ensure Soldiers are counseled before going on mid-tour leave
- Ensure your UMT members and other “designated trusted agents” are ASIST qualified

b. First -line Supervisors

- Get to know your Soldiers
- Find out about your Soldier’s developmental history
- Assess Soldier’s life-coping skills
- Know when your Soldiers are experiencing a “life crisis”
- Anticipate dysfunctional behavior
- Know potential suicide triggers and warning signs for mental illness, especially alcohol and drug abuse
- Promote help-seeking behavior
- Assist in reducing stigma regarding mental health
- Set the example - take advantage of helping services
- Never ostracize any member of your team
- REMAIN VIGILANT!

c. Unit Check List:

- Are you aware of the leading “triggers” of suicide?
- Are you actively involved with the leadership concerning “stressful” personnel matters
- Do you make yourself accessible rather than being available?
- Are your trainers using the USACHPPM Suicide Prevention Resource Manual?
- Have you been formally trained in suicide prevention by either the Menninger Clinic or new Army Suicide Prevention Training Program?
- Have you been through the Applied Suicide Intervention Skills Training Workshop?

d. All Soldiers:

- Know suicidal danger and warning signs and leading causes for suicides
- Become aware of local helping services
- Take immediate action when suspecting someone is at risk for suicide

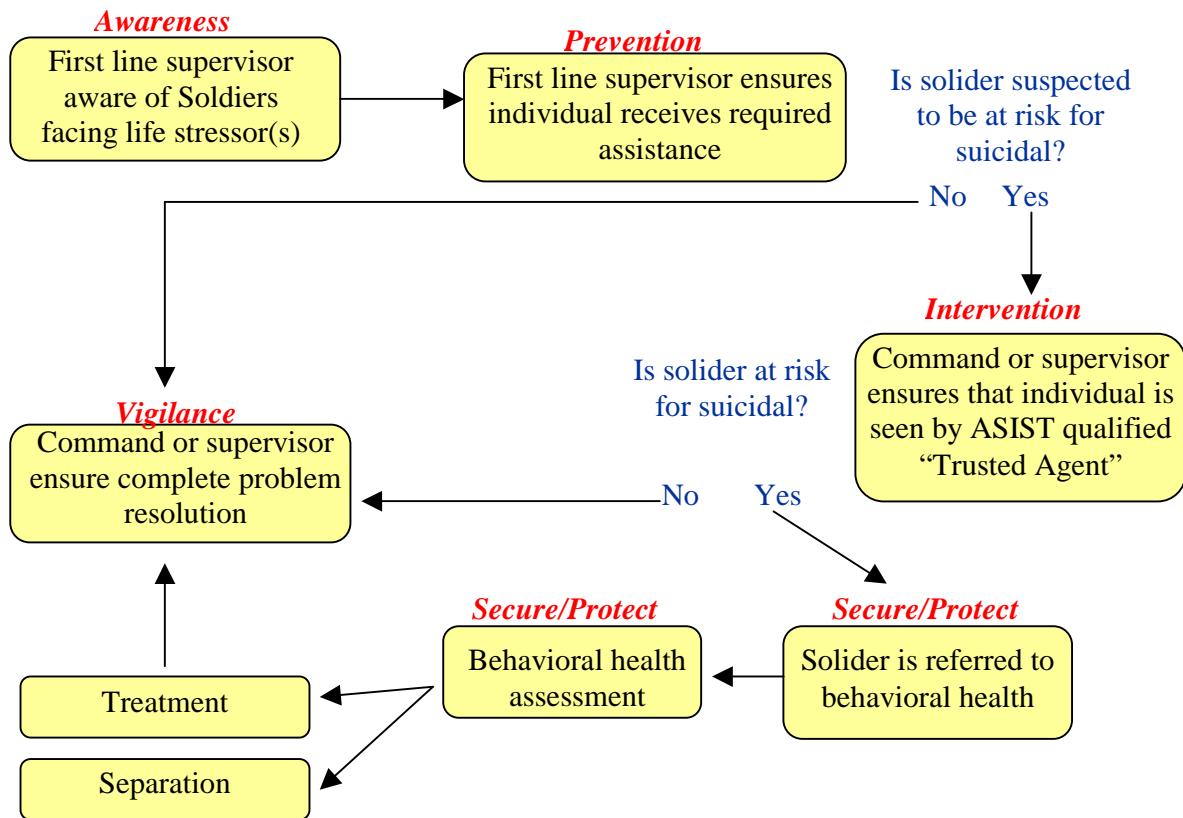
e. Installation Prevention Teams

- Maintain vigilance at the installation level
- Integrate and synchronize available installation and community resources
- Encourage use of mental health professionals in unit OPDs/NCOPDs
- Sponsor ASIST workshops
- Incorporate educating/promoting installation helping services during reception/in-processing
- Create post-incident response teams
- Encourage PAO and local media to follow responsible journalism while covering any suicide

6. Summary. Suicide is substantially preventable in the Army, IF:

- We target those at risk of or currently suffering from treatable mental/behavioral disorders(primarily substance abuse/mood disorder);
- We minimize stigma associated with accessing mental health care;
- Leaders know and care about their peers & subordinate Soldiers;
- Leaders constructively intervene early on in their Soldier's problems;
- Leaders pay close attention and provide constructive interventions to those small numbers of peers and subordinates facing major losses from legal, marital, occupational, or financial problems

# Model for Unit Suicide Prevention



Annex G (Local Ports of Debarkation) to Commanders' Handbook: Operation Christmas Exodus FY05

**Local Ports of Debarkation**

Installation	Air	Bus	Rail
APG	Baltimore Washington International (BWI)	Greyhound: Aberdeen, MD	AMTRAK: Aberdeen, MD
Ft. Benning ATC	Columbus Metropolitan Atlanta Hartsfield International	Greyhound: Ft. Benning	None
Ft. Bliss	Fort Bliss International	None	None
Ft. Eustis	Norfolk International Richmond International Patrick Henry International	Greyhound: Newport News, VA	AMTRAK: Williamsburg, VA AMTRAK: Newport News, VA
Ft. Gordon	Augusta Regional Atlanta Hartsfield International	Greyhound: Ft. Gordon	None
Ft. Huachuca	Tucson International Phoenix International	None	None
Ft. Jackson ATC	Columbia Metropolitan Charlotte Douglas International Atlanta Hartsfield International	Greyhound: Ft. Jackson	AMTRAK: Columbia, SC
Ft. Knox ATC	Louisville International	Greyhound: Louisville, KY	None
Ft. Lee	Baltimore Washington International (BWI) Richmond International	Greyhound: Petersburg, VA	AMTRAK: Petersburg
FLW ATC	Lambert St. Louis	Greyhound: St. Robert, MO	None
POM	Monterey Peninsula San Jose International San Francisco International	None	None
Redstone Arsenal	Huntsville International Atlanta Hartsfield International Okaloosa County Bush Field	Greyhound: Huntsville, AL Greyhound: Fort Walton Beach, FL	None
Ft. Rucker	Dothan, AL Montgomery, AL	Greyhound: Enterprise, AL Greyhound: Ozark, AL Greyhound: Dothan, AL	None
Ft. Sam Houston	San Antonio International	Greyhound: San Antonio	None
Ft. Sill ATC	Lawton, OK Oklahoma City, OK Dallas Fort Worth International	Greyhound: Ft. Sill	None

### **PAO Guidance**

1. **PURPOSE:** This message provides public affairs guidance for Exodus FY05.
2. **BACKGROUND:** Holiday Exodus, unique to TRADOC, marks the time when students and trainees depart schools and training centers in mid-December for the two-week holiday. Traditionally, commanders use a pre-exodus opportunity to provide advice and guidance to Soldiers and their families about holiday safety, emergency and medical information, and unit guidance. Because of the global war on terrorism, Soldiers can expect to be the focus of attention by traveling public and the news media, as well as hometown friends and families. Guidance on talking with the media also will be beneficial.
3. **PUBLIC AFFAIRS POSTURE:** Active. Commanders and leaders should be prepared to brief their Soldiers before they depart for Exodus and provide guidance that will enable them to articulate pride in their service to the Nation, discuss personal accomplishments and experiences and respond appropriately to questions by the media and public for their views of the ongoing operations. Public Affairs Officers can assist by providing specific guidance on dealing with the media and by providing a variety of communication venues to disseminate information.

#### 3.1 Basic guidance on dealing with the media is:

- a. Soldiers are the Army's best spokespersons. Soldiers are encouraged to talk about their jobs, the training they receive and their thoughts on Army life to friends, family, civic groups and news media as opportunities present themselves.
- b. While on traveling on leave or at home, Soldiers may be interviewed by the news media. Soldiers have the right to decline an interview or to talk to the media. It's the Soldier's decision.

#### 3.2 When talking with the media, Soldiers should remember to:

- a. Be honest and forthright. Talk about themselves, their personal experiences, the value of their training, the mentorship of their drill sergeants.
- b. Don't speak for the command or other Soldiers.
- c. Don't speculate about issues you're not involved in.

d. Remember security. Don't discuss specific numbers, locations, or dates of present or future operations and deployments.

e. Speak in terms familiar to non-military people. Avoid Army jargon and acronyms. Tell the reporter if you don't know the answer to a question. If you can't answer a question, say why.

### 3.3 Themes and Messages.

a. Theme: Soldiers are the centerpiece of our Army--the heart of every mission, the soul of the fighting force.

b. Messages:

- We have the best-trained and most powerful military in the world
- The nation can confidently depend on its Army for national security.
- The U.S. Army is fully trained and capable of executing its mission.
- TRADOC's top priority is providing combat-ready Soldiers to serve a Nation at War.
- Flexible, adaptive and competent Soldiers infused with the Army's warrior ethos fight wars and win the peace.
- Warrior Ethos is the essence of a Soldier's character; every Soldier is a member of a fighting team.
- The quality of our new Soldiers reflects the quality of our Drill Sergeants.
- Our Army is a team – of all Active, Guard, and Reserve Components, DA civilians, family members, and contractors.
- Our Army is respected—by our citizens, media, leadership...and by our enemies.
- Army Transformation is how we are changing to prepare for the future crises and wars. It is more than technology -- it's about training Soldiers and growing leaders who are agile, versatile, and adaptive.
- Our Army is changing to meet the requirements of the Nation. And we're changing to relieve the stress on families and over-deployed units.
- Protecting America's sons and daughters and their families is an Army priority.



- We do not discuss specific measures taken to ensure the security of installations and personnel.

4. Additional resources to assist commanders in preparation of Exodus briefings:

a. Appendix A. Commander's Exodus Letter. Sample letter from Commanders to Soldiers and families through unit commanders' distribution. The holiday letter is a more personal approach to message delivery and, if left in an airport or bus terminal, it shouldn't give an uninformed reader the impression that we are telling Soldiers what they were "allowed" to say or not say.

b. Appendix B. Additional tips for talking with the civilian news media.

c. Appendix C. Soldier's Creed

5. TRADOC PAO POC is Phyllis Wallace, commercial 757-788-3662, DSN 680-3662, [Phyllis.Wallace@us.army.mil](mailto:Phyllis.Wallace@us.army.mil).

**Sample Commander's Letter to Soldiers and Families**

To the Soldiers and families of Fort \_\_\_\_\_,

The holidays are a joyful time. Christmas, Kwanza, Hanukkah, the winter solstice, New Year's Eve – all are occasions to celebrate and spend time with family and friends. I want to encourage each one of you to take the holiday exodus time to enjoy the season and reflect on a job well done. I am proud of you and so is your country.

As you travel during EXODUS, you may have the opportunity to talk to some of those people who are so proud of what you're doing to protect this nation and the freedoms that make this holiday season so special. If you're traveling in uniform, don't be surprised when strangers approach you and want to shake your hand and say thank you. Each and every one of you is an ambassador for the Army and for Fort \_\_\_\_\_.

Public confidence in the military is higher than in any other American institution. You are your fellow citizens' link to a greater understanding of the dedicated men and women who train, deploy, and face the challenges that threaten our national security every day. We have the best-trained, best-equipped, and most powerful military in the world.

Being a Soldier or a military family member is not without its own stresses, especially during our support of the Global War on Terrorism. The Department of Defense leadership acknowledges the hardships and sacrifices of our Soldiers and their families and is aggressively pursuing means to lessen that strain. Here at Fort \_\_\_\_\_, we have a robust support structure. Our chains of command and family readiness groups help ensure families are taken care of.

War is a tough, dangerous business, and the troops fighting it and those supporting the warfighters are doing a great job.

I encourage you to talk about your job and the great things you're doing at Fort \_\_\_\_\_ in support of our nation. Be honest, but be aware of safety and security. Don't discuss specific numbers, locations, and/or future or postponed operations. Don't discuss where a deployment is going, the length of the mission or flight schedules.

Keep in mind that the folks you might be talking to do not live, eat, and breathe the military lingo on a daily basis. Forget the acronyms and speak in easily understandable terms. Talk about your personal experiences, but stay in your lane. Don't speak for the command or your friends, or speculate about an issue you're not involved in.

In addition to thank you's and questions from family, friends, and those you meet along your travels, you may have the opportunity to talk to the media about how the nation can confidently depend on its Army for national security. I hope you'll take every opportunity to tell your personal story. Assume that everything you say is "on the record" and never say, "no comment." Tell the reporter if you don't know the answer to a question or why you can't answer it. Remember, you're the Army's best spokesperson.

Be proud of what you do for the Army and your country; I know I am. Have a very happy and safe holiday EXODUS.

Sincerely,

### **Media Tips for Soldiers**

Don't be surprised if the media approaches you!

The press is filled with news and speculation about the war. As a result, you may find yourself the center of interest and questions by your family, the media, and the general public.

Relax, this is your time to shine and show the world the strength of our Army and reserve forces. This is your opportunity to highlight and publicize the great things you are learning and doing.

Talk about what you know: what it means to be a Soldier...how a drill sergeant is your best friend and worst enemy...how it feels to know your job and that you are part of the best trained, most capable Army in our nation's history.

If you choose to talk to the news media, DO:

- Check your appearance.
- Sit-up/stand-up straight.
- Ignore the cameras.
- Relax and stay calm.
- Assume everything you say is on the record.
- Be brief and concise.
- Be honest, but be aware of safety and security.
- Speak in easily understandable terms.
- Take your time and think about your answers.
- Take every opportunity to tell your story.
- Talk about personal experiences.
- Tell the reporter if you can't answer a question or don't know the answer to the question.
- Thank the reporter when you are finished.

DON'T:

- Discuss specific numbers, locations, and/or future and postponed operations.
- Speak for the command or your friends.
- Talk about the mission.
- Discuss where a deployment is going.
- Discuss the length of the mission.
- Discuss flight schedules.

- Let the situation or reporters rush you.
- Lie to the reporter.
- Say “No comment.”
- Speculate.
- Talk about information that’s possibly classified.
- Allow yourself to be badgered or harassed.
- Argue, lose your temper, or be sarcastic.

**Soldier's Creed**

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people  
of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and  
drills.

I always maintain my arms, my equipment, and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America  
in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

Annex I (Installation Points of Contact) to Commanders' Handbook: Operation Christmas Exodus FY05

**Installation Points of Contact**

Installation	Point of Contact	Electronic Mail Address
APG	CPOEOC Watch	CpoEocWatch@apg.army.mil
Ft. Benning ATC	CPT Shuck, Jeffery	Jeffery.shuck@us.army.mil
Ft. Bliss	LTC Millner, Steven F.	steven.millner@us.army.mil
Ft. Eustis	MAJ Pritchett, Keith	keith.pritchett@us.army.mil
Ft. Gordon	MAJ Williams, Charlie	charlie.williams1@us.army.mil
Ft. Huachuca	CPT DeBos, Chad W.	debosc@hua.army.mil
Ft. Jackson ATC	Mrs. Butler, Sylvia	silvia.butler@us.army.mil
Ft. Knox ATC	SFC Mehringer, Allen A.	Allen.Mehringer@knox.army.mil
	Mrs. Clark, Nicky	Nicky.Clark@knox.army.mil
Ft. Lee	CPT Foy, Pennie M.	Pennie.M.Foy@lee.army.mil
FLW ATC	SFC Campbell, Dave	campbelld@wood.army.mil
	Mr. Bruce, Simpson	bruce.h.simpson@us.army.mil
POM	CPT Crum, Rodney J.	Rodney.crum@monterey.army.mil
Redstone Arsenal	CPOEOC Watch	CpoEocWatch@apg.army.mil
Ft. Rucker	Mrs. Buttler, Janet A.	DiazJ@rucker.army.mil
	MAJ Soukup, Allen D.	SoukupAD@rucker.army.mil
Ft. Sam Houston	SFC Larvins, Harold	Harold.larvins@amedd.cen.army.mil
	SGM Jay, Jimmy	
Ft. Sill ATC	Mr. Fisher, Ronald	fisherr1@SILL.ARMY.MIL
	SSG Seltzer, Richard	SeltzerR@SILL.ARMY.MIL

Annex J (Standard Reports) to Commanders' Handbook: Operation Christmas Exodus  
FY05

**Standard Reports**



Annex K (Execution Milestones) to Commanders' Handbook: Operation Christmas Exodus FY05

**Execution Milestones**

- 15 AUG 04 Publish FY05 Operation Winter Exodus Handbook
- Mid AUG 04 VTC
- Mid SEP 04 VTC
- Mid OCT 04 VTC with Commandants
- Mid NOV 04 VTC
- Mid DEC 04 VTC
- Early JAN 05 VTC